

Assessing The Impact of Emotional Intelligence on Team Collaboration and Effectiveness: A Study at Kewaunee Labway

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ABSTRACT

Kewaunee Labway India Pvt. Ltd. Bengaluru, is a leading provider of turnkey laboratory solutions, specializing in the design, manufacture, and installation of laboratory furniture and equipment. Committed to quality and innovation, the company serves diverse sectors such as pharmaceuticals, biotechnology, education, and research. The company offers advanced facilities and comprehensive services, including design, planning, and execution, to create state-of-the-art laboratory environments. This study aims to explore the level of emotional intelligence (EI) in the workplace and its influence on various team dynamics such as effectiveness, leadership, and conflict resolution. The study particularly focuses on self-managed and cross-functional teams to understand how emotional intelligence shapes communication and collaboration within a corporate setting. A quantitative research approach was adopted, using a structured questionnaire based on a Likert scale. The key dimensions assessed include self-awareness, active listening, stress management, motivation, and empathy. These results underscore the importance of emotional intelligence in fostering effective communication, improving collaboration, and managing workplace challenges. Based on these insights, it is suggested that organizations invest in EI development through training programs, regular feedback systems, and leadership development initiatives. Such measures can enhance individual and team performance, build stronger relationships, and create a more emotionally intelligent workplace culture. This study contributes valuable insights into how EI directly impacts team dynamics and organizational effectiveness in the modern work environment. Finally, useful suggestions to be implemented by the concern also have been discussed at the end.

KEYWORDS

Emotional Intelligence, Conflict Resolution, Team Effectiveness, Team Communication, Self Awareness, Social Awareness, Workplace Collaboration, Self Motivation

INTRODUCTION

Building on Kewaunee Labway Pvt. Ltd.'s extensive experience in delivering over 25 million square feet of laboratory space across 100+ countries, turnkey laboratory construction is emerging as a reliable and efficient solution for modern lab environments. Their projects focus on delivering fully functional laboratories at a fixed cost and within a defined timeline, while ensuring strict compliance with the latest safety, environmental, and quality standards. Given the complexity of lab design—including MEP and HVAC planning, material selection, and regulatory approvals—Kewaunee's comprehensive, end-to-end approach offers a streamlined and effective model for creating high-performance laboratory spaces.

Emotional intelligence (EI) is the capability to recognize, understand, and manage one's own emotions while also being able to perceive and impact the feelings of others. It plays a crucial role in leadership, teamwork, and personal development by fostering self-awareness, empathy, and effective communication. In today's workplaces, emotional intelligence is seen as an important skill for leaders and teams. Leaders with high EI can handle challenges well, break conflicts, and make strong relationships. This helps create a produce and productive work environment. The benefits of emotional intelligence includes enhancing leadership effectiveness and teamwork, improving decision-making and conflict resolution, strengthening workplace relationships and job satisfaction, encouraging adaptability and stress management and so on.

The need for this study arises from the growing importance of emotional intelligence (EI) in enhancing team performance

and leadership effectiveness within organizations. Teams with high emotional intelligence are better equipped to empathize with one another, resulting in more open, honest, and effective communication. Emotional intelligence has been shown to positively influence intra-team trust, a key factor that significantly contributes to improved team outcomes and performance. Furthermore, leaders who possess strong emotional intelligence can effectively manage their own emotions as well as those of their team members, leading to more adaptive leadership styles and stronger, more cohesive team dynamics. This study highlights how emotional intelligence fosters trust and mutual respect—two critical elements necessary for successful collaboration. It also emphasizes the role of EI in conflict resolution, as team members with high emotional awareness are better able to address and resolve conflicts constructively, contributing to a more harmonious and productive work environment. Given these benefits, exploring the relationship between emotional intelligence, team dynamics, and leadership effectiveness is essential for organizations aiming to build high-performing, resilient teams. Hence the present study.

REVIEW OF LITERATURE

1. Pedaprolu, R., & Rao, R. V. S. (April 2020) in their study "Role of Emotional Intelligence on Organizational Effectiveness: A Study Among Scientific Personnel in the National Agricultural Research and Education System (NARES) in India" explored the impact of emotional intelligence (EI) on organizational effectiveness. The study stressed that EI helps scientific personnel manage emotions effectively, foster collaboration, and enhance conflict resolution, leading to bettered teamwork, innovation, and productivity in exploration and educational institutions.
2. Al-Fawaeer, M., & Alkhatib, A. W. (September 5, 2020) in their study "The Effect of Emotional Intelligence of Operational Team Leaders on the Performance of Team Members" analyzed how leaders with high EI impact their teams. The findings indicate that emotionally intelligent leaders produce a positive work environment that fosters trust, communication, and collaboration, performing in enhanced team performance and organizational success.
3. Moon, J. (August 23, 2020) in his research "Effect of Emotional Intelligence and Leadership Styles on Risk Intelligent Decision Making and Risk Management" examined how EI and leadership styles impact risk management. The study set up that EI enhances decision-making processes and risk mitigation strategies, offering valuable insights for organizations seeking to ameliorate risk management frameworks through emotional intelligence and adaptive leadership styles.
4. Sarkar, M. P. (December 12, 2020) in "Emotional Intelligence and Its Impact on Team Building Through Mediation of Leadership Effectiveness" studied the part of EI in team building when intermediated by leadership effectiveness. The research set up that emotionally intelligent leaders ameliorate team dynamics by fostering trust, resolving conflicts, and enhancing communication, ultimately leading to higher team performance and success.
5. Alam, F., Yifei, L., & Raza, M. (January 10, 2020) in "The Impact of Leader's Emotional Intelligence on Employee Organizational Behavior: Mediating Role of Employee Motivation" investigated how leaders' EI influences employee motivation and organizational behavior. The study set up that high EI in leaders fosters a supportive work environment, leading to increased employee motivation, higher job satisfaction, and bettered performance.
6. Kinange, U. K., & Shindhe, S. (July 2, 2020) in "A Study on the Role of Emotional Intelligence in Emergent Leadership" examined how EI affects leadership development. The study emphasized that effective leadership is not just about authority but also about understanding and managing emotions, drawing insights from both modern leadership theories and ancient wisdom from the Bhagavad Gita.
7. Fotopoulou, E., Zafeiropoulos, A., Cassà, È. L., Guiu, I. M., & Papavassiliou, S. (January 5, 2022) in "Collective Emotional Intelligence and Group Dynamics Interplay: Can It Be Tangible and Measurable?" anatomized the concept of collective EI and its impact on team performance. The study aimed to determine whether group emotional intelligence can be measured and leveraged to enhance teamwork and productivity.
8. Brown, C., & Nwagbara, U. (July 25, 2023) in "Leading Change with the Heart: Exploring the Relationship Between Emotional Intelligence and Transformational Leadership in the Era of COVID-19 Pandemic Challenges" banded how EI plays a crucial role in transformational leadership, particularly during crises. The study concluded that EI, combined with transformational leadership, is essential for organizations to navigate challenges and insure sustainable operations.
9. Babatunde, F., Sunday, H., & Adeshina, O. (March 23, 2023) in "Emotional Intelligence in Conflict Management and Leadership Effectiveness in Organizations" examined how EI helps leaders manage conflicts effectively. The study set

up that leaders with high EI produce a positive work environment, motivate their teams, and handle organizational challenges efficiently.

10. Chung, S. R. M., Cichocki, M. N., & Chung, K. C. (January 2023) in "Building Emotional Intelligence" outlined the importance of developing EI as a learnable skill. The study handed practical recommendations for improving EI, such as self-reflection, empathy, and effective communication, emphasizing the role of EI in enhancing personal and professional success.

11. Thapa, P. P., Thapalia, B. K., & Wimalaratana, W. (June 2024) conducted a study in selected organizations in Kathmandu, Nepal, examined emotional intelligence (EI) levels among managers, focusing on self-awareness, self-management, social awareness, and social management. The findings revealed generally low levels of EI across all domains, with no significant differences among disciplines such as nursing, engineering, social science, and technology. The study suggests further research to assess the long-term impact of EI training on organizational development.

OBJECTIVES OF THE STUDY

This study aims to explore the level of emotional intelligence in the workplace at Kewaunee Labway Pvt. Ltd., Bangalore. It focuses on how emotional intelligence impacts team effectiveness, leadership, and conflict resolution. The study also examines its influence on team dynamics within self-managed and cross-functional teams.

RESEARCH DESIGN

The study adopted a descriptive research design to assess the level of emotional intelligence among employees at Kewaunee Labway Pvt. Ltd., Bangalore, and to examine its impact on team effectiveness, leadership, conflict resolution, and team dynamics. A quantitative approach was employed to gather measurable data, using a structured questionnaire developed on a five-point Likert scale. The questionnaire focused on key emotional intelligence dimensions such as self-awareness, self-management, empathy, motivation, and social skills. Primary data was collected from 107 respondents using simple random sampling technique. The collected data was analyzed using SPSS version 16. Statistical techniques including descriptive analysis and Pearson's correlation were applied to analyze the relationship between emotional intelligence factors and team performance variables. Validity and reliability of the instrument were ensured through content validation, pre-testing. This research design enabled a structured, data-driven understanding of emotional intelligence in enhancing workplace collaboration and overall team functioning.

HYPOTHESES FRAMED:

- H1: There is no significant relationship between effectiveness of team communication and task collaboration.
- H2: There is no significant relationship between reflecting on conflict outcomes and effectively managing emotions during conflicts.
- H3: There is no significant relationship between Effective understanding the feeling of others and effective conflict handling by the team

DATA ANALYSIS AND INTERPRETATIONS

DEMOGRAPHIC FINDINGS:

- 77% of the respondents are male.
- 42% of the respondents belong to the age group to Up to 25 years.
- 38.3% of the respondents possess PG as their educational qualification.
- 29.9% of the respondents have up to 2 to 5 years of working experience.

EXPLORING THE LEVEL OF EI FROM PERCENTAGE ANALYSIS:

1. Many of the respondents (64.5%) expressed that they often reflect on their emotions and its impact on their performance. It means they are consciously aware of how their feelings—such as stress, frustration, motivation, or excitement—affect the way they work. This self-reflection helps them understand their emotional triggers and adjust their behavior accordingly, leading to better decision-making, improved focus, and more effective interactions with colleagues. Essentially, it indicates a higher level of emotional intelligence, particularly in the area of self-awareness.
2. Majority of the respondents (59%) mentioned that they well engage in active listening when a team member speaks. This indicates, giving full attention to a team member when they speak, without interrupting, and showing genuine interest in their message. It involves understanding both their words and emotions, often through verbal and non-verbal cues, to ensure effective and respectful communication.
3. Many of the respondents (66.4%) responded as they well manage stress and remain calm under pressure which means staying composed and focused during challenging situations. It involves controlling emotional reactions to maintain clear thinking and make thoughtful decisions. This ability helps sustain productivity and positive interactions even in high-pressure environments
4. Majority of the respondents (54.2%) told that they stay well motivated to achieve their goals, which means maintaining a positive mindset and strong determination, even when faced with obstacles. It involves setting clear objectives, staying focused, and continuously reminding of the purpose behind their efforts. It also drives to persist and make them steady progress toward success.
5. Most of the respondents (72.5%) said that they understand the feelings of others well which means being empathetic and emotionally attuned to what others are experiencing. It involves recognizing their emotions, offering support, and responding with care and sensitivity. This skill fosters trust, strengthens relationships, and enhances team collaboration.

FINDINGS FROM THE PERCENTAGE ANALYSIS – THE LEVEL OF EI :

The findings reveal a strong level of emotional intelligence among respondents, with many demonstrating self-awareness, active listening, stress management, motivation, and empathy. High percentages across these areas indicate their ability to understand and manage emotions effectively, fostering better communication, collaboration, and performance within team environments.

These emotional intelligence traits contribute significantly to creating a positive work culture where team members feel valued and understood. The presence of self-awareness enables individuals to recognize their emotional triggers and regulate their behavior accordingly. Active listening strengthens mutual respect and clarity in communication, reducing misunderstandings. Effective stress management allows employees to maintain composure and productivity during high-pressure situations. Motivation and empathy further enhance teamwork by aligning personal goals with organizational objectives and fostering supportive relationships within teams.

CORRELATION ANALYSIS

1. Analyzing The Relationship Between Team Communication And Task Collaboration

Null Hypothesis (H₀):

There is no significant relationship between effectiveness of team communication and task collaboration.

TABLE: 1
Correlations

		team communication	task collaboration
team communication	Pearson Correlation	1	.868**
	Sig. (2-tailed)		.000
	N	107	107
task collaboration	Pearson Correlation	.868**	1
	Sig. (2-tailed)	.000	
	N	107	107

Inference:

The SPSS generated value <0.001 is less than the significance value 0.05, the null hypothesis is rejected. There is a significant relationship between effectiveness of team communication and task collaboration. Since $r = 0.868$, it can be inferred that there is a strong positive correlation exists among the two factors.

2. Analyzing the Relationship between Reflecting on Conflict Outcomes and Effectively Managing Emotions during Conflicts

Null Hypothesis (H0):

There is no significant relationship between Reflecting on Conflict Outcomes and Effectively managing emotions during conflicts.

TABLE: 2
Correlations

		effectively managing emotions	reflecting on conflict outcomes
effectively managing emotions	Pearson Correlation	1	.895**
	Sig. (2-tailed)		.000
	N	107	107
reflecting on conflict outcomes	Pearson Correlation	.895**	1
	Sig. (2-tailed)	.000	
	N	107	107

Inference

The SPSS generated value <0.001 is less than the significance value 0.05, the null hypothesis is rejected. There is a significant relationship between Reflecting on Conflict Outcomes and Effectively managing emotions during conflicts. Since $r = 0.895$, it can be inferred that there is a strong positive correlation exists among the two factors.

3. Analyzing the Relationship between Effective Understanding the Feeling of Others and Effective Conflict Handling by the Team

NULL HYPOTHESIS (H0):

There is no significant relationship between Effective understanding the feeling of others and Effective Conflict Handling by the Team.

TABLE: 3

Correlations

		understanding the feelings	conflict handling
understanding the feelings	Pearson Correlation	1	.713**
	Sig. (2-tailed)		.000
	N	107	107
conflict handling	Pearson Correlation	.713**	1
	Sig. (2-tailed)	.000	
	N	107	107

Inference

The SPSS generated value <0.001 is less than the significance value 0.05, the null hypothesis is rejected. There is a significant relationship between Effective understanding the feeling of others and Effective Conflict Handling by the Team. Since $r = 0.713$, it can be inferred that there is a strong positive correlation exists among the two factors.

FINDINGS FROM THE CORRELATION ANALYSIS (TESTING OF HYPOTHESIS)

- There is a significant relationship between effectiveness of team communication and task collaboration.
- There is a significant relationship between Reflecting on Conflict Outcomes and effectively managing emotions during conflicts.
- There is a significant relationship between Effective understanding the feeling of others and Effective Conflict Handling by the Team.

CONCLUSION AND SUGGESTIONS

The study at Kewaunee Labway Pvt. Ltd., Bangalore, highlights a high level of emotional intelligence among employees, particularly in self-awareness, empathy, stress management, and active listening. Companies that prioritize emotional intelligence training can make stronger workplace relationships and ameliorate overall performance. The strong positive correlations between team communication and task collaboration ($r = 0.868$), as well as between conflict reflection and emotional management ($r = 0.895$), underscore the importance of emotional intelligence in enhancing workplace performance. Furthermore, the link between understanding others' feelings and effective conflict handling ($r = 0.713$) suggests that empathy plays a key role in maintaining team harmony. A positive work culture driven by emotional intelligence leads to long-term success and employee well-being.

To strengthen these outcomes, the organization can implement regular emotional intelligence training and workshops to further develop these skills across all teams. Encouraging reflective practices, peer feedback, and open communication can promote continuous improvement. Additionally, integrating EI evaluation into performance reviews and leadership development programs will help sustain a culture of empathy and collaboration, ultimately leading to more resilient, productive, and cohesive work environments.

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